

1.0 Introduction

The Southwest Alaska Comprehensive Economic Development Strategy (CEDS) is the product of an ongoing regional planning process designed to facilitate sustainable, long-term, responsible economic development, job creation, and overall improvement in the quality of life in Southwest Alaska. This process began in 1991 when the Southwest Alaska Municipal Conference (SWAMC) first prepared and submitted an Overall Economic Development Plan (OEDP) to the Economic Development Administration (EDA).

A thorough review of the Southwest Alaska Comprehensive Economic Development Strategy is warranted for several reasons. First off, the existing 2003 – 2008 document is well outdated and quotes information from the 2000 and 1990 U.S. Census. Since then, the Census Bureau has released updated estimates and the State of Alaska has also published 2007 and 2008 statistics. Secondly, advancements in technology and recent events warrant substantial changes to the document. Finally, the 2010 – 2014 CEDS will provide SWAMC an opportunity to utilize new information and data, along with enriching the existing document.

Anecdotal and empirical evidence points to dramatic and profound changes in the region's economy due to the restructuring of both state and federal fisheries. The ex-vessel value of once lucrative salmon fisheries has been severely impacted by foreign farmed salmon, unemployment has increased – dramatically in some areas- municipal tax revenues have declined, and the elimination of municipal revenue sharing by the State of Alaska, as well as other factors are impacting the residents,

businesses, and communities of Southwest Alaska. Other near-term changes in federal fisheries may alter the volume and pattern of commercial fish harvesting and processing in some communities, bringing still more change.

The CEDS development process has incorporated a review of local, state and federal plans from a number of agencies. SWAMC has worked with sub-regions to incorporate local economic planning efforts, infrastructure needs assessments, and other local knowledge into the CEDS. These documents are referenced herein and enumerated in the references section.

Throughout the CEDS, the focus has been on developing a region-wide orientation. However, in order to develop this orientation, data was collected and is presented herein by boroughs and census areas. Where appropriate the CEDS examines variations at the community level to reveal differences that might not otherwise be obvious.

The CEDS was developed with an eye toward looking at both long-term and near-term trends. For the purposes of comparison and trend analysis, most data is presented from 1990 and 2000 to 2008. For the purposes of revealing more recent trends, the CEDS includes data for 2007 and 2008 when it is available.

2.0 Southwest Alaska Municipal Conference

The Southwest Alaska Comprehensive Economic Development Strategy is prepared, in part, as a requirement of the region's designation as an Economic Development District (EDD). Additionally, it fulfills SWAMC's obligation as an Alaska Regional Development Organization (ARDOR) to develop a regional plan.

The Southwest Alaska Municipal Conference (SWAMC) is a regional nonprofit economic development organization for Southwest Alaska. According to its bylaws, SWAMC's boundaries are defined as that area of southwest Alaska that conforms to the boundaries of the Aleut Corporation, the Bristol Bay Native Corporation, and Koniag, Inc. – three ANCSA regional corporations. This area corresponds to the incorporated boundaries of the Aleutians East Borough, the Bristol Bay Borough, the Kodiak Island Borough, and the Lake & Peninsula Borough*, as well as two federally designated census areas – the Aleutians West Census Area and the Dillingham Census Area.

SWAMC is one of 12 Alaska Regional Development Organizations (ARDORs) and receives funds from the Alaska Industrial Development and Export Authority (AIDEA) through the Alaska Department of Commerce, Community and Economic Development (DCCED). The ARDORs form a network of locally-based economic development organizations that focus on a variety of issues important to their regions.

SWAMC is also one of four federal Economic

*A portion of the Lake & Peninsula Borough falls into the traditional boundaries of Cook Inlet Region, Inc. However, this area is considered part of the Southwest Alaska region.

Development Districts (EDD) in Alaska and receives funding from the U.S. Economic Development Administration. One of the most important roles of an EDD is to develop and maintain a Comprehensive Economic Development Strategy (CEDS) for the region.

Mission

SWAMC is a regional membership organization that advances the collective interests of Southwest Alaska people, businesses, and communities. SWAMC helps promote economic opportunities to improve the quality of life and influences long-term responsible development.

Organization

At its inception in 1986, SWAMC was formed from the realization that communities in the region hold many common interests: the economic reliance on fisheries resources, the need for community infrastructure, the challenges of rural development, and the certainty that by joining forces more could be accomplished for the region and its communities. Several of the region's mayors joined forces and headed to Juneau to make inroads in state policy and resource allocation.

Flush with initial success, the mayors worked to develop an organization that would coalesce the needs of the region into a single voice. The Southwest Alaska Municipal Conference was incorporated in January 1988 and received 501 (c) 4 nonprofit status from the Internal Revenue Service. In 1989, SWAMC received

designation as an ARDOR. EDD designation followed in 1991.

A timeline of SWAMC's history is provided in Appendix A. This review of milestones in the organization's development was developed by the Board of Directors as part of a strategic planning exercise.

Board of Directors & CEDS Committee

The SWAMC Board of Directors, representing key areas within the Southwest region, act as the committee to oversee the Southwest Alaska Comprehensive Economic Development Strategy (CEDS). The Board of Directors has served as either the previously approved Overall Economic Development Program (OEDP) Committee and the CEDS Committee since 1991. SWAMC's bylaws call for no less than an eleven member Board of Directors with a requirement that at least 25 percent of its members represent minority populations in the region.

Board members are elected annually by the membership, which includes municipal and associate members. A quorum of the municipal members is required to hold elections.

Three board member are elected from each of the three ANCSA regions (Aleutians/Pribilofs, Bristol Bay and Kodiak) and two board members are elected at large. Members of each sub-region caucus to elect their board members. There are two municipal members and one associate member elected from each sub region on staggered terms. The at-large associate

members are elected by a vote of the membership. Table 2.1 provides a profile of the Board of Directors and CEDS Committee.

In addition to the oversight provided by the CEDS Committee, SWAMC has four standing committees that consist of professionals and business leaders who volunteer their time and expertise. These standing committees provide focused attention to specific areas of interest to the organization, including fisheries; energy, infrastructure, and tourism. The role of these committees is to vet issues and ideas and provide recommendations to the SWAMC Board/CEDS Committee and SWAMC staff.

The ongoing work of the SWAMC Board/CEDS Committee, as well as the four standing committees will direct, monitor, and inform the implementation of the CEDS Action Plan.

The SWAMC Board/CEDS Committee will evaluate the CEDS throughout the implementation process.

Southwest Alaska Municipal Conference Staff

Michael Catsi, Executive Director

Andy Varner, Economic Development
Specialist

Brett Welcher, AmeriCorps VISTA

Katie Abbott, AmeriCorps VISTA

Southwest Alaska Municipal Conference Membership

The SWAMC membership serves as an additional resource for funding, local information, industry insights, and other assistance throughout the CEDS development and implementation process. Municipal members pay dues based on their population multiplied by \$0.65. Associate members pay between \$130 - \$390 depending on their business category and gross revenues.

An alphabetical roster of SWAMC members follows on the next page.

Table 2.1: SWAMC Board of Directors

| Name | Residence | Race | Gender | SWAMC Seat | Affiliation | Occupation |
|-------------------|-------------|---------|--------|-------------------------------|----------------------------|-------------------------------------|
| Glen Gardner Jr. | Sand Point | Aleut | Male | Aleutians/Pribilofs Municipal | City of Sand Point | Commercial Fisherman |
| Shirley Marquardt | Unalaska | White | Female | Aleutians/Pribilofs Municipal | City of Unalaska | Sales/Customer Service |
| Paul Gronholdt | Sand Point | Native | Male | Aleutians/Pribilofs Associate | Aleutians East Borough | Commercial Fisherman |
| Ernest Weiss | Pilot Point | White | Male | Bristol Bay Municipal | City of Pilot Point | City Manager |
| Lamar Cotten | Anchorage | White | Male | Bristol Bay Municipal | Lake & Peninsula Borough | Borough Manager |
| Alice Ruby | Dillingham | White | Female | Bristol Bay Associate | Bristol Bay EDC | Permit Broker |
| Terry Haines | Kodiak | White | Male | Kodiak Municipal | City of Kodiak | Commercial Fisherman |
| Louise Stutes | Kodiak | White | Female | Kodiak Municipal | Kodiak Island Borough | Retired |
| Trevor Brown | Kodiak | White | Male | Kodiak Associate | Kodiak Chamber of Commerce | Development Specialist |
| Joe Sullivan | Seattle | White | Male | At-Large Associate | Mundt MacGregor LLC | Attorney |
| Kara Sandvik | Anchorage | Iñupiaq | Female | At-Large Associate | Wells Fargo Alaska | Vice President Relationship Manager |

Membership of the Southwest Alaska Municipal Conference 2009

City of Adak
City of Akutan
Akutan Traditional Council
Alaska Airlines
Alaska Commercial Fishing and Agriculture Bank
Alaska Cruise Association
Alaska Groundfish Data, Inc.
Alaska Industrial Development & Export Authority
Alaska Housing Finance Corporation
Alaska Municipal League
Alaska Seafood Marketing Institute
Alaska State Chamber of Commerce
Alaska State Legislature
Alaska Village Electric Cooperative, Inc.
Alaska Wilderness Recreation & Tourism Association
Alaskaone.com
City of Aleknagik
The Aleut Corporation
Aleut Enterprise Corporation
Aleutian Housing Authority
Aleutian/Pribilof Island Community Development Association
Aleutians East Borough
Aleutians West Coastal Resource Service Area
Alyeska Seafoods, Inc.
American Seafoods Company LLC
City of Atka
At-Sea Processors Association
Auriga/Aurora General Partnership
Belkofski Tribal Council
Boyd, Chandler & Falconer, LLP
Bristol Bay Borough
Bristol Bay Coastal Resource Service Area
Bristol Bay Economic Development Corporation
Bristol Bay Housing Authority
Bristol Bay Native Association

Bristol Bay Native Corporation
City of Clarks Point
City of Chignik
Co-Man Services
Crowley Maritime Corporation
Curyung Tribal Council
Delta Western Inc.
Denali Commission
Dillingham Chamber of Commerce
City of Dillingham
Eastern Aleutian Tribes
Economic Development Administration
City of Egegik
Fairbanks Economic Development Corporation
City of False Pass
First National Bank Alaska
Grand Aleutian Hotel & Unisea Inn
Gulf of Alaska Coastal Communities Coalition
HDR Alaska, Inc.
Icicle Seafoods, Inc.
Jamin, Schmitt & St. John, P.C.
Katmailand Inc.
Key Bank of Alaska
King Cove Corporation
City of King Cove
Kodiak Area Native Association
Kodiak Chamber of Commerce
Kodiak Convention & Visitors Bureau
City of Kodiak
Kodiak Inn
Kodiak Island Borough
Koniag, Inc.
Lake and Peninsula Borough
City of Larsen Bay
Mac Enterprises, Inc.
Magone Marine Service, Inc.
City of Manokotak
Marine Conservation Alliance
Naknek Electric Association, Inc.
Nelson Lagoon Village Council

City of New Stuyahok
Northern Economics, Inc.
Nushagak Electric & Telephone Cooperative, Inc.
Ounalashka Corporation
City of Ouzinkie
Pacific Seafood Processors Association
Pebble Partnership
Pedro Bay Village Council
Peninsula Airways, Inc.
Peratrovich, Nottingham & Drage, Inc.
Petro Star, Inc.
City of Pilot Point
Pilot Point Village Council
City of Port Heiden
Qagan Tayagungin Tribe
City of Saint Paul
City of Sand Point
Southwest Alaska Vocational & Education Center
F/T Starbound LLC
Tanadguisx Corporation
TDX Power
Tryck Nyman Hayes, Inc.
Ugashik Traditional Village
Ugashik Wild Salmon Company
City of Unalaska
Unalaska Convention & Visitors Bureau
UniSea, Inc.
United States Surimi Commission
University of Alaska Anchorage
University of Alaska Fairbanks - Bristol Bay Campus
USDA Rural Development
Wells Fargo Alaska
Westward Seafoods
World Trade Center Alaska